

are in short supply in training and combat. His meager reward will be a unit that demonstrates little cooperation, volunteerism, or accomplishment and subordinates who build a Potemkin Village facade in his presence to hide feelings of inadequacy and incompetence.

Many authoritarian trainers believe they can turn appropriate participative leadership styles on in the field and back off in garrison. Unfortunately, it does

not work that way. Even if the superior were capable of the transformation, his subordinates would not be. They would continue to misread the signals and suffer from role confusion.

The road to mission accomplishment and to high standards of performance is paved by the active contributions and occasional mistakes of every member of the unit. As Major General Elmer Stephens (a former commander of the 49th Armored Division) once said,

“Good training does not trickle down; it bubbles up.” The superior’s attitude toward mistakes determines the direction of the flow.

**Major Noyes B. Livingston III** was S-3 of the 2d Battalion, 141st Infantry, 49th Armored Division, Texas Army National Guard, when he wrote this article and is now assigned to the Texas State Area Command. He previously completed a special assignment to develop a four-year Army National Guard training strategy for heavy divisions at the Combined Arms Center, Fort Leavenworth, Kansas.

# SWAP SHOP

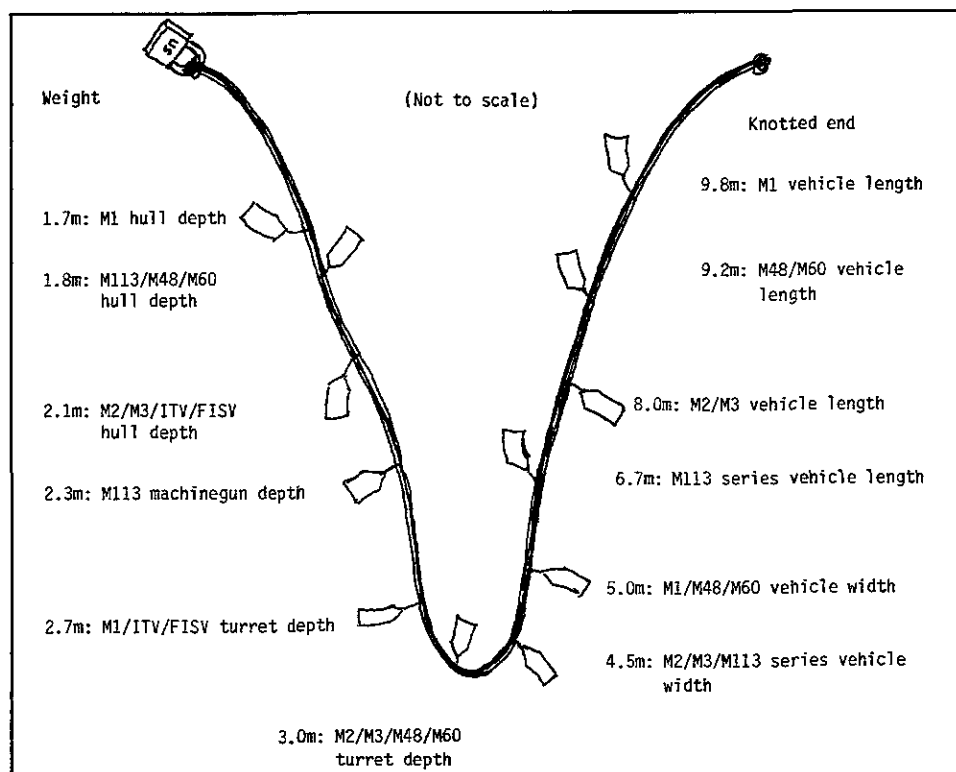


## TANKER'S ROPE

Suppose you're an infantry company team commander and you need to dig fighting positions for an attached platoon of tanks, but the tanks aren't there yet for you to measure. You can take a guess. Or you can make sure you have a tanker's rope available.

A tanker's rope is the fastest, most accurate, and most reliable way to measure and mark vehicle positions for digging. It is quick and easy to make.

Get about ten meters of 550 cord, a weight of some kind, and some ID or marking tags. Attach the weight to one end and tie it off. Mark the tags and tie them in at measured intervals according to the diagram below, and it's done! The model we show here is good for just about any type of tracked vehicle an infantry team may use, and you'll never be caught short again.



(Contributed by Lieutenant Daniel A. Guy, Support Platoon Trainer at the National Training Center.)